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### Overview

This standard is about delivering the benefits for the project. A benefit is a quantifiable and measurable improvement resulting from completion of project deliverables.

You will need to implement project management plans to enable benefits realisation, and ensure that deviations from plans are considered by taking into account benefits realisation. You will also need to keep relevant stakeholders informed of progress in relation to benefits realisation.

Project Management National Occupational Standards (PMNOS) are based on the following project management lifecycle:

- A Establish and lead the project team, and work with stakeholders
- B Define and initiate the project
- C Develop the project management plan
- D Deliver the project
- E Close and review the project

This standard is part of area D 'Deliver the project'.

# ECIPMD9

## Deliver the benefits for the project

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### Performance criteria

- You must be able to:*
- P1 confirm the success criteria for the project with the relevant **stakeholders**
  - P2 agree the responsibilities for **benefits** realisation with the relevant stakeholders
  - P3 implement and control project management plans to support effective benefits realisation
  - P4 ensure that deviations from the project management plan are considered against benefits realisation
  - P5 collect results and prepare progress reports against the agreed success criteria and anticipated benefits
  - P6 ensure that benchmark data is captured against which benefits realisation can be measured
  - P7 keep relevant stakeholders informed of progress with regard to benefits realisation

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### Knowledge and understanding

*You need to know and understand:*

- K1 the context of the project
- K2 relevant legislative, regulatory and organisational requirements
- K3 the principles of benefits realisation
- K4 the application of success criteria to benefits realisation
- K5 the relationship between the timing of deliverables and the realisation of benefits
- K6 who to involve in benefits realisation and individual/organisational responsibilities
- K7 the levels of involvement stakeholders may require
- K8 the relationship of benefits and disbenefits
- K9 ways of working and communicating with stakeholders
- K10 key stages in the project life cycle

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### Additional Information

#### Scope/Range

##### Stakeholders:

- 1 Sponsors
- 2 Clients or customers
- 3 Relevant groups/individuals interested in the project
- 4 Relevant groups/individuals affected by the project
- 5 Relevant groups/individuals who might affect the project

##### Benefits may be:

- 1 Indirect
- 2 Direct

#### Glossary

##### Benefit

The quantifiable and measurable improvement resulting from completion of project deliverables that is perceived as positive by a stakeholder. It will normally have a tangible value, expressed in monetary terms that will justify the investment.

##### Benefits realisation

The practice of ensuring that benefits are derived from outputs and outcomes.

##### Context of the project

This phrase appears in the knowledge and understanding of the National Occupational Standards (NOS) and relates to the wider context of the project that the individual will need to know about, such as the project environment, the relationship to a wider programme of work and how the project fits with organisational strategies.

The sector in which the project manager works (e.g. software development, construction, manufacturing or process industries) will have its own specific context and this phrase is intended to convey this meaning.

##### Deliverables

A product or package of work that will be delivered to, and formally accepted by, a stakeholder.

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#### **Disbenefit**

A consequence of change perceived as negative by one or more stakeholders.

#### **Project**

A unique, transient endeavour undertaken to achieve planned objectives.

#### **Project management plan (PMP)**

The Project Management Plan (PMP) brings together all the management plans and schedule for a project. The purpose of the PMP is to document the outcome of the planning process and to provide the reference document for managing the project. The PMP is owned by the project manager.

#### **Stakeholders**

Project stakeholders may be internal or external to the organisation and include sponsors, clients, customers and all relevant groups/individuals with a relation to the project.

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